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10 JUN 1977

MEMORANDUM FOR: Secretary, Executive Advisory Group

FROM : F. W. M. Janney
Director of Personnel

SUBJECT : Comparative Ranking of Senior-Graded
Personnel

1. As was discussed at the Executive Advisory Group meeting on 14 June 1977, this memorandum proposes the procedure to be used by the Heads of Career Services in ranking their senior-graded employees.

STATINTL 2. Heretofore, EAG has spent a considerable amount of time discussing the need for a regular review of Agency employees through the application of the comparative ranking system. One specific result of these EAG discussions was the revision of [] which includes a paragraph dealing with Agency policy on this subject. Therein it is stated: "It is Agency policy to monitor the overall level of employee performance by application of comparative ranking to identify employees whose performance and potential are low in comparison with other employees of the same grade and functional category." Personnel rankings are important to Career Service Heads for other reasons; e.g., promotion, identification of replacements for key assignments, etc., and the importance applies as well to senior-graded personnel as to others. In addition to serving the needs of the Heads of Career Services, information concerning the relative ranking of Agency senior personnel is of vital concern to top management in order to ensure that positions of serious management responsibility are manned by qualified individuals. Because ranking of senior-graded personnel is not consistently done throughout the Agency, the consensus of the 14 June EAG meeting was that Agency policy dealing with comparative ranking, including descriptors, should apply to all Agency personnel regardless of grade.

3. As the first step toward incorporating the rankings of senior-graded personnel into the existing mechanism, the EAG agreed to establish criteria and other guidelines to be used by each Career Service Head in order to establish quickly a ranking basis for use now and in coming years. The specific criteria, procedure and time schedule agreed to by the EAG follows:

a. Each Deputy Director and the Head of the E Career Service will prepare a list of the GS-18's and SPS equivalents assigned to their respective Career Services, providing each employee's name, current and immediately previous position, and the number of months in the present position with a brief description of his experience.

b. In addition, each Career Service Head will rank his GS-18's in order of overall capability (highest to lowest) on the basis of the following suggested criteria:

(1) Potential for a position of greater responsibility.

(2) Overall leadership capability and professional competence in present position.

(3) Flexibility in future assignment.

c. For those employees falling within the top and bottom 20% a short paragraph should explain the basis for such a judgment. At the next EAG meeting on personnel management we will discuss the results of this effort and the possible merits of interleaving the Career Service list to produce one integrated list of all GS-18's in ranked order. These rankings should be submitted to the Director of Personnel two weeks from the date of this memorandum.

d. The Heads of Career Services will conduct the same ranking exercise with modifications of criteria as they deem appropriate for their GS-17's and SPS equivalents, the results to be presented and discussed at a forthcoming EAG meeting. The list should be submitted to the Director of Personnel three weeks from the date of this memorandum.

e. The Heads of Career Services should conduct a similar review with appropriate criteria for their GS-16's and SPS equivalents for discussion by the EAG at a later meeting. Work on this review should be completed four weeks from the date of this memorandum and lists submitted to the Director of Personnel.

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f. Each Career Service Head should conduct a similar review of their GS-15's for discussion by the EAG at a future meeting. Work on this ranking should be completed five weeks from the date of this memorandum, but the list need not be forwarded to the Director of Personnel.

[Signature]

F. W. M. Janney

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